

Approved For Release 2000/06/06 : CIA-RDP78-06215A000100010008-9

11 Oct

Approved For Release 2000/06/06 : CIA-RDP78-06215A000100010008-9

10 October 1973

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT: Agenda for Meeting, Thursday, 11 October

1. The Curriculum Committee will meet on Thursday, 11 October, at the conclusion of the DTR's Staff Meeting in the DTR Conference Room.

2. The agenda includes:


a. Minutes of the last meeting

b. Priority items:

- (1) The Leadership Conference
- (2) Career Counseling Course

c. Development of agenda for next meeting

3. Memoranda on items (a) and (b) above are attached for your information and review prior to the meeting.

  
Acting Chairman  
Curriculum Committee

STATINTL

16 October 1973

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT : Minutes of Meetings, 11-12 October 1973

1. The Curriculum Committee met in the DTR's Conference Room, at 1545 hours, on 11 October 1973. The meeting continued on 12 October in Room 825 of the Chamber of Commerce Building at 1030 hours. All

STATINTL

2. The minutes of the last meeting were reviewed. Following a discussion of the DTR's reference to specialists, [REDACTED] agreed to submit a report to the Chairman of the Curriculum Committee which outlines the use of people in various fields to show how many of these subjects, e.g., ecology, demography, the economy etc., are being covered in our classes currently. This would provide ready information if we are queried in the future. After further discussion on the training of the analyst and the component training report, the Chairman agreed to check with the DTR on the status of the [REDACTED] paper on analyst training and fix the responsibility for the preparation of the component training report in its present format. The discussion of the minutes of the last meeting ended with the establishment of a collection of all available information on the current thrust of the new philosophy of the Agency; contributions are to be submitted to the Executive Secretary.

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3. [REDACTED] provided a short background on the 2-3 day Leadership Conference currently on the books for December. Many questions were still unanswered, but the urgency has been removed since [REDACTED] learned from the DTR that no one was pressing us at this time. By the spring of 1974, the DTR would like an outline of this course; the target date for the first running would be fall of 1974. [REDACTED] will develop a paper on this Executive Conference for circulation to members of the Curriculum Committee for their information, review and comments.

STATINTL

4. After a briefing by [REDACTED] on the request for the Career Counselling course, the Committee felt that more guidance from the DDO was necessary to learn exactly what is needed. To be sure that we have all of the available information before making an OTR commitment, the

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STATINTL Chairman suggested that [REDACTED] STATINTL  
[REDACTED] to spell out in more detail the background of the request,  
discuss our understanding of it, and determine how OTR can help.

STATINTL 5. [REDACTED] reported that he had received a call from the DTR  
STATINTL telling him that [REDACTED] wants to talk about a special MBO course.  
A meeting with [REDACTED] scheduled for Tuesday, 16 October.

STATINTL 6. [REDACTED] has received a request from the DDO for an additional  
day for the DDO in the next running of CIA Today and Tomorrow. This  
involves OTR's time and coordination; the Chairman indicated that the  
DTR has accepted this coordination role.

7. Tentative agendas were set for the next two meetings of the  
Curriculum Committee:

25 October 1973

- (a) Discussion of the uniformity of OTR's course reports,  
critiques, and schedule formats.
- (b) The range of the Self-Study Program.
- (c) Production of TV tapes and requirements.

7-8 November 1973 at the [REDACTED]

- (a) The length of the BOC.
- (b) Conversion of the Operations Support course to an  
Operations Familiarization course.
- (c) The course for analysts.
- (d) The format for black books, syllabi (continuation  
of discussion of the 25 October meeting with input  
[REDACTED])
- (e) The [REDACTED] paper.

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[REDACTED]

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5 October 1973

**MEMORANDUM FOR: Chairman, Curriculum Committee**

**SUBJECT : Planning for the Executive Conference**

1. This memorandum solicits the assistance of the Curriculum Committee in providing guidance to the Management Faculty of the Functional Training Division in the development and presentation of an Executive Conference (Leadership Conference). We are "on the books" for a 2 - 3 day Executive Conference the first week of December 1973.

2. At this time, it is critical that we have the answer to three basic questions:

- a. Is the requirement still valid?
- b. Who are the potential participants?
- c. What should be the objectives of the Conference?

3. There are several options open to us at this time:

- a. A conference conducted by OTR;
- b. A conference conducted by an external consultant;
- c. A mix of (a) and (b).

4. While attempting to "think through" the kind of training program that would be appropriate for "the most senior officers," we can review the programs which have been offered our senior people in the past.

ADMINISTRATIVE — INTERNAL USE ONLY

a. The Management Faculty conducted the first Leadership Conference last December for OTR officers. I believe the majority of the Curriculum Committee attended. I understand it was not a complete success; however, neither was it a failure. Some of the problems which faced the Management Faculty in 1972 in preparing for the Conference face us today -- that is uncertainty as to content, clientele, etc. The thrust for such a Conference seems to have been initiated by the DCI when he was the Executive Director. His concern seemed to be that some of his senior officers were in need of exposure to managerial concepts and managerial tools. He also repeatedly referred to this kind of training as "leadership" training.

b. In the 1960's, OTR presented [REDACTED]  
[REDACTED]  
[REDACTED] -- all outstanding men in their fields. These experts seemed to have been well received by our senior officers. A summary of the content of their programs is attached.

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5. The Management Faculty believes that the content of a Senior Conference should include elements of Behavioral Science, Management Science and Management by Objectives. The amount of coverage of each element would again depend upon the clientele. If we have the option to prepare better for this Conference, we might consider organizing a task force to do for the senior officers what the Management Task Force did for Middle Management Training (Advanced Management Program). We might also seek Board of Visitors guidance on this subject.

6. If we are to present a December conference, we will need immediate guidance from the Curriculum Committee.

[REDACTED]  
STATINTL

ADMINISTRATIVE — INTERNAL USE ONLY

(1960-61)

STATINTL

STATINTL

██████████ sought to bring home to the Manager his responsibility for effective leadership, communication, direction and motivation and, perhaps most important, to get across unequivocally the notion that a manager is, above all, a trainer of the people for whom he is responsible.

(1961-62)

STATINTL

Variety of teaching methods to achieve four goals:

- a) To make the students understand that they are managers,
- b) To demonstrate certain attitudes that appear to be typical of good managers,
- c) To make it clear that management cannot always proceed by rigid rules, and
- d) To help the students to think and talk openly about management problems

(1967-1971)

STATINTL

Senior Management Planning Course - major objective was to develop positive attitude toward planning in general (through study of planning styles and the decision-making process), and to provide an orientation to the Agency's PPB System.

## ROUTING AND RECORD SHEET

SUBJECT: (Optional) <p style="text-align: center; margin-top: 10px;">Planning for the Executive Conference</p>						
FROM: <div style="text-align: center; margin-top: 20px;">C/FTD/M&amp;A <i>OK</i></div>			EXTENSION <div style="text-align: center; margin-top: 20px;">2243</div>	NO.  DATE <div style="text-align: center; margin-top: 10px;">5 October 1973</div>		
TO: (Officer designation, room number, and building)	DATE <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">RECEIVED</td> <td style="width: 50%; text-align: center;">FORWARDED</td> </tr> </table>		RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
RECEIVED	FORWARDED					
1. C/FTD 616 C of C			<i>[Signature]</i>	<div style="font-size: 1.2em; margin-bottom: 10px;"><u>103:</u></div> <p style="font-style: italic;">Agreed that this item be on the agenda of the next curriculum meeting.</p> <div style="text-align: right; margin-top: 20px;"><i>[Signature]</i></div>		
2.						
3. Chairman, Curriculum Committee, 1026 C of C						
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DTR-9077

1 October 1973

MEMORANDUM FOR: Chief, Functional Training Division

SUBJECT : Counseling Course for DDO

25X1A REFERENCE : Memo from [REDACTED] to DTR, dated 25 Sept. 73

25X1A 1. [REDACTED] and I met with [REDACTED] on 6 September. 25X1A  
A copy of the notes which he brought to the meeting are attached. They  
spell out in some detail the requirements for the proposed program.

25X1A 2. After the meeting I discussed the requirement with [REDACTED]. 25X1A  
We agreed that the "experts" in this field would have to be utilized. I  
have also spoken with [REDACTED] about the requirement and he is  
anxious to do whatever he can to assist the DDO in this matter.

3. I would propose that the Curriculum Committee discuss this  
requirement as soon as possible in terms of how it should be handled.  
There are several options:

- a. An external course - possibly one already in existence.
- b. An internal course - put together by the experts - OP, PSS,  
with OTR advising.
- c. An internal course, with input from the outside.

I would suggest that b. has the right ingredients and would be "on target"  
in terms of the specific needs of the DDO. In the interest of time, an  
OTR officer should be given the coordinating job immediately. This is  
an important program and does have high-level DDO interest.

25X1A

NOTES: For meeting with OTR, 6 September 1973, 1500 hours, C of C Bldg.


Subject: Requirements for Career Counseling Course.

1. A course in career counseling for managers dealing primarily with professional level employees. The course should focus on specific problems and techniques of counseling. The method to be taught should be cooperative counseling (also called combination) as opposed to directive and non-directive counseling. Essentially, it should be a problem solving approach with stress on the role and techniques of the counselor in guiding the counselee toward a desirable solution.
2. Ideally, the course might include appropriate elements of transactional analysis to train the counselor in identifying and coping with certain types of behavior both in the counselee and in himself (attitude, reaction, etc. Other techniques should include handling of hostile attitudes (ventilation, diversion and the like), forms of questions (leading, open end, etc.), isolation of problem, career analysis, practical steps in career enhancement through training, types of assignments, etc.
3. The course should be designed for senior officers on a busy schedule. First class would include most of the staff of DDO/CMG, who have just assumed career counseling responsibilities. The Career Management Officers will have counseling, evaluation and assignment responsibilities for professional DDO officers in grades GS-08 through GS-16. Component <sup>^</sup>counselors from DDO may also be included in the first class. Subsequent runnings will include component managers with career guidance responsibilities and supervisors from other Directorates. Portions of this course might form useful modules for the mid-career course or other management <sup>e</sup>courses.


2.

4. This course should be held at Headquarters Building. Sessions should be of approximately 2 hour duration, three times per week, if possible from 1300 to 1500 hours. Overall length of the course should be three to four weeks for a total of 18 to 24 classroom hours. Outside reading could be relatively extensive. The course is desired as soon as possible, October or November 1973.

5. In-house teachers would be preferable so real situations could be discussed freely and used as examples. OMS/PSS has personnel trained in teaching transactional analysis who may be able to synthesize material for this aspect of the course. The Office of the Director of Personnel has both trained and experienced counselors who may be able to contribute to the course. ( It is our understanding that they have a young man who recently graduated from college with a degree in counseling. ) On behalf of the Career Management Group, I would be pleased to assist, if desired, in reviewing proposed course material for applicability and interest and in the preparation and selection of problems for discussion and role playing.

  
Extension : 7327  
3C43 Hqs Bldg

25X1A

FORM NO. 238 1 MAY 56		REPLACES FORM 35-1 WHICH IS OBSOLETE		 <b>DOCUMENT CONTROL</b> (13-40) MFG 7-71	
SEC. CL.		ORIGIN		CONTROL NO.	
		FTD/MEA		9077	
DATE OF DOC	DATE REC'D	DATE OUT	SUSPENSE DATE	CROSS REFERENCE OR POINT OF FILING	
1 Oct	4 Oct				
TO C/FTD		STATINTL			
FROM		<div style="background-color: black; width: 150px; height: 1.2em; margin-bottom: 2px;"></div>			
SUBJ.		Memo from <div style="background-color: black; width: 100px; height: 1.2em; display: inline-block;"></div> Re: Counseling Course for DDO			
		STATINTL			
COURIER NO.		ANSWERED		NO REPLY	
				4	

ROUTING	DATE SENT
C/SRS	10/4
C/ADS	4 Oct
ADS/SPD	4 Oct

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

AC/FTD/M&A  
202 C of C

EXTENSION

2243

NO.

DTR-9077

DATE

1 October 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/FTD  
616 C of C

2. [REDACTED]  
1026 C of C

3.  
4.  
5. Exec Secretary  
Curriculum Committee

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

JYH  
AM

10/4

To 2:  
Request that  
this item be  
discussed by  
Curriculum  
Council at an  
early date and  
that [REDACTED]  
be invited to  
participate.  
JYH

This subject should be listed as possible item for CC meeting of 11 October; attached documents should be referred to [REDACTED] when he returns from leave.

This is, however, an excellent example of how not to go about establishing a training requirement and developing a program. What is proposed here, in addition to time, duration, location, and beginning date, is an emphasis on counseling techniques to be used by "managers". To get at the heart of the matter, an inquiry really should be made as to why counseling is needed and what are its objectives. A survey of prospective counselees might reveal, for example, that what is really needed is not a training course for counselors, but the dissemination of information about assignment/training opportuni-

~~CONFIDENTIAL~~

0054-73  
DTR-9043

25 SEP  
1973

MEMORANDUM FOR: Director of Training

SUBJECT : Request for Career Counseling Course

25X1A

25X1A

We would appreciate it if OTR could organize an in-house part-time course in career counseling. [REDACTED] of DDO/CMG has held an exploratory discussion with [REDACTED] of your staff in which our requirements were spelled out in some detail. We have an urgent need for the course for members of the newly expanded Career Management Group and would enroll at least eight officers in the first running. An additional six officers from DDO area divisions and staffs will also enroll in the initial course.

25X1A

[REDACTED]  
Chief, Career Management Group

25X1A

~~CONFIDENTIAL~~

2 IMPDET CL BY 056

Curriculum Committee  
11 October 1973  
DTR Conference Room 3:45-5:00 pm

MEMBERS PRESENT:

25X1A

25X1A  
last mtg.

[REDACTED]

[REDACTED] with a discussion of the Minutes of the  
[REDACTED] opened the meeting, with the thought that we do not always  
have to agree with the DTR. We are to be his sounding board. Reference  
the ~~hkr~~ specific hiring thoughts mentioned by DTR, we could probably look  
first in the Agency for the people who have the interest in things like  
ecology, economics, etc...we have to decide if we gear up to get  
specialists versus generalists and do we get people from outside  
or some who are already in the Agency.

25X1A

[REDACTED] Will submit report to the Chairman of the Curriculum Committee on the  
use of people in various field to show how much of this subject ~~hkr~~ matter has already  
been covered in our classes. Would be the sort of information to arm  
the DTR with so that he will not be vulnerable to people at higher levels.

25X1A

The DTR said that [REDACTED] was looking at training in communism; 25X1A

ACTION

CW will check with DTR on what has been done so far by HTC on analyst  
paper. Have heard the statement "training of the analyst" before. Can  
anyone tell us what is needed in the training of the analyst. Proctor  
was not hostile, but he was not terribly enthusiastic either.

25X1A

If we are to be responsible to the needs of the directorates we support,  
~~what~~ why are we not asking the DDI what he wants in the training of the  
analyst?

We're reviewing the IPC course to develop a course for analysts. But  
I don't think all the ideas have to come from the CC; some can come from  
the grass roots, and we want to incorporate the ideas of the students.

25X1A

Size of the job scandalizes me. We could start at the top, based on the importance, just concentrate on what things like EA and SB are doing. And we must consider whether a lot of OTR's territory is being eroded by component training. This results in outside component's going around OTR making direct contact and getting involved in further training.

Result: [REDACTED] has a new policy of ~~making~~ <sup>having</sup> all requests for any special kind of training referred to him. 25X1A

On the posture of OTR: We have a component training officer for -- and have had -- for many years. What kind of a position do we urge on the DTR with respect to component training?

Discussed the role of what the officer who has handled component training has done...Colby relieved the DTR of the responsibility that Red White had put on Jocko. Colby felt that the statistical information presented was enough. Key word in minutes of previous meeting is "could..." we do know most of the training that is going on in the Agency.

Our statistical information is adequate, and since the reorganization, we must now decide how we will get the information done now. In the past there was input from each school to a person who put everything together. CC should look at who is doing what on component training report...we do not currently have an officer who is handling component training, Roger [REDACTED] is finishing the current report. 25X1A

Recommend we establish component training officer post--where or whoever it may be. It's a matter of recording, a historical document, and we should have it.

#### ACTION

Between now and the time of the next meeting, I will consult the appropriate people and see how we can fix the responsibility; does not think it part of CC responsibility -- should be an officer assigned -- and since it is unclear that Colby and Brownman are not unhappy, I would let things go as they are.

The Orientation ~~xxxxxx~~ for S & T bothers me. It's an orientation course, five months long, full-time, hand-picked students, small group, in depth



ACTION

25X1A

25X1A

25X1A

25X1A

25X1A

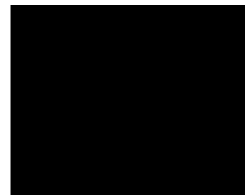
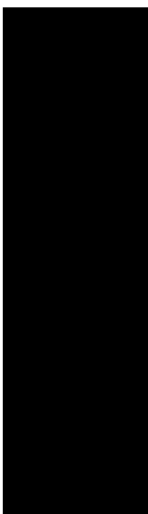
Re collection of utterances on policy directives of the Agency. [REDACTED] 25X1A  
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did not understand that this was his responsibility, [REDACTED] asked that all papers that have public utterances be collected and we'll see what we have....make a policy ~~file~~ pile

(borrow book from [REDACTED])

✓ check papers from [REDACTED] *received 10/12/73*

Determination of alternates:



25X1A

The Agenda...

The Leadership Conference:

Background from [REDACTED]: This is a call for help. On the books is a ~~2-3~~ 2-3 day leadership conference in December. The group downstairs had some experience with running the course last December. In the background memo we tried to point out what we had done in the past and what our problems are. Also, in training the senior officers, we mean an outside expert coming in--senior officials will listen to an outside expert. But since the writing of the memo, there has been a change: [REDACTED] asked the DTR 25X1A about his reaction to putting the course on in the Agency in December 73. DTR said he felt no one was pressing us, but he would happy to wait until next year. Wants by spring of 1974 a notion of what we are going to do, wants it to run in the Fall of 1974. This agrees with the information that went forward in the Annual Report. We are not on the hook for December 1973. The pressure is off. But let's get a timetable very soon on what we propose to do so that by next April we can show what we are going

to do  
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Is this a statement of an internal objective?

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the Agency...an Executive Conference...I think we could get out of the idea of defining leadership this way.

There's a whole folder on the DCI's comments on leadership and management training in the front office, look at it if you want.

DCI never defined difference between leadership and management when he spoke to AMP recently.

We're taking the head in the sand approach. If we want to get something done, why don't we ask Colby? If we can, we might find out that leadership is out of date; he's been talking MBO these days.

I ~~Max~~wants a serious discussion on substance and ~~substant~~ content, so that we can advance ideas to Colby and say what do you want; let him have a choice.

Would this subject be ripe for discussion at the [REDACTED]

25X1A

Don't know if we'd have Colby's views by then.

I don't know what talking about it in this group will do. Don't think there is any value in talking on this subject.

What do we do?

Develop a program and bounce it off them.

We're trying to put our finger on some of the specific problems that Agency officers have/.

At times, we've had a senior man come in and tell how he managed...

25X1A

Proctor, [REDACTED]

MBO is on the DCI's mind. He repeats it everywhere. This would be a subject he would want in such a conference. He has talked about leadership in terms of communicating downward and upward. In the course we should spend some time on critical Agency problems, our role should be constructive as well as critical.

This is the kind of session that Helms used to have in going to [REDACTED] when he took his top men and aired their problems. I am not sure that OTR can convince the DCI to do this sort of thing unless he himself wants to do it.

25X1A

Can we have more information on the efforts done in this direction in the past? e.g., [REDACTED] report written?

25X1A

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content is shown here on the summary sheet.

25X1A

██████████ will want to develop a statement of this as an objective, and it 25X1A  
it might be usefully discussed at a meeting either here or the ██████████ by 25X1A  
the CC. Some time should be spent on it because it is obviously going to  
be a requirement.

I ask the CC's help. I would like to develop a paper and circulate it to  
the CC and beg their comments.

Let's determine the possibilities of such a program. What are we  
going to do...two approaches:

..for senior officers, get some thinkers in to talk to them, because  
that's all they want to listen to;

...for a bit more junior, the program call, budget, helping them make  
changes in their behaviour....

We cannot change the behaviour patterns of officers in 2-3 days.

The meeting ended at 5:00 with the chairman reconvening the meeting  
at 10:30, Friday, 12 October.

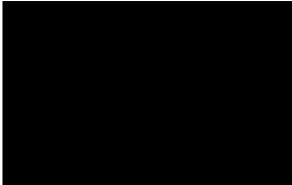
Curriculum Committee 12 October 1973

Room 825, Chamber of Commerce Building

10:30 - 12:20

Members Present:

25X1A



25X1A



25X1A

[REDACTED] opened the meeting by reminding the ~~committee~~ CC that we would "punt" on the Executive Conference; [REDACTED] added that he would indeed prepare a paper and circulate for comments.

25X1A

We passed on to the second item on the Agenda, the counseling course.

25X1A

Background from [REDACTED]

25X1A

I met with [REDACTED] he came over and brought the notes attached to our papers. He wanted to talk with someone in OTR to find out who could help him put this together for non professional people involved in career development at all levels. Clem said that he tried to push him in the right direction. After his mtg with Shep, he (Clem) discussed the course with [REDACTED]

25X1A

They had a legitimate requirement, and we thought somebody in OTR should put them in the right channels; we asked for an official memo to the DTR. We have no experts in this field, there may be some in the Agency, but somebody ought to take hold of the ball and put it in the right park.

25X1A

From what I read, I think we need the contribution of someone with behavioral science experience.

Regarding the working of the CC, there will be other things where elements of the Agency will come to us, requests for setting up a course, there is one place where it starts, and that is only here in the CC. I see a lot of political difficulties with this one, as a situation like this develops,

25X1A

bounced right away. Perhaps we should refer the business to OP and OMS/PSS...a referreeing position between the two. The problem has existed for the last 25 years, there's no need to hurry now.

First, it dwells so heavily on details that it's ridiculous; that's not their job, and secondly, they are talking about content of the course without saying what they have in mind.

1. I suggest that there is a role that we can play if there is a need for the request to begin with. This might constitute a small group of people who will evaluate their needs. I am aware of a cassette program that will deal with what they want. There are some commercial things that deal with these problems they want to talk about.

Also, we could get two or three people together and talk and find out what their problems are.

This is a mixed bag. I can't fault them for wanting to get something for their officers. Sounds like they are looking for a MBA program which is available at universities in the local area; we can't do it in 24 hours, and it would be good to consult with PSS.

We have to determine what is OTR's role in all this.

Somebody has ~~turned~~ turned to OTR and said, can you help us in an area of personnel management...

It falls into the area of management training.

Someone would have to have a real knowledge of the DDO with its very sensitive problems.

I see a role for someone in OTR to pull it together.

There are all sorts of difficulties between those areas of the organization...OMS, OP, OTS personnel...difficult to get it all together.

The elements that have dealings with staff employees are OP and PSS. They are trying to manage their people's careers as we have been telling them to do for years. Their detail in the memo is helpful to know in knowing what the student body will be like.

They are asking for two things:

- personnel development
- counselling techniques

There are ways to get it done. We just need to provide a structured environment, such as the way we use the Grid. It doesn't mean we need an expert.

We could use the audio cassette approach and maybe suggest that they have 2-3 people take some courses via external training in the D.C. area.

We don't know if [REDACTED] is involved. We do have a concern in PDP to 25X1A assist where possible, so it is a reasonable concern. But there is some confusion here that needs clarification. I would like to know more than what is here...we need to know, for example:

1. Their basis for setting up this counselling group;
2. Position of the DDO on this and what they are really doing and what underlies this decision to go into this sort of stuff and who they have in mind as a student body.

Student body membership comes pretty clear to me in the memo.

What are they really trying to achieve? What are their objectives for the course? What are they supposed to come out with specifically?

What will OTR do as far as committing a man's time? We have to keep coming back to this.

This is a training organization, and they did the perfectly natural thing by coming to us.

We could provide video tape input, gaming, simulations.

Why don't we get Shep, PSS, Clem and find out if this a legitimate OTR requirement. Our job would start after it is decided that it is an OTR requirement. Would be useful to have Shep, [REDACTED] PSS, and OTR sit down 25X1A and talk about this a little further.

I talked to Jack Blake re PDP, and it is not yet far enough along ~~in~~, but he said to keep in touch. It is just about ready. We ~~in~~ don't ~~know exactly~~ know here exactly what PDP includes.

We should get them to spell out along with those of us who can determine what the extend of our support can be. We should do more homework. If it comes to the point of directing them to cassettes and external help, then perhaps we will ~~in~~ have some sort of time commitment...I would like a group of people to get togher: [REDACTED], Shep, someone from here, OMS, 25X1A

should talk to him. He's the fellow that we should be allowed to clear it up.

In my role as CDO, I would have an interest in this, and would be the beneficiary; would be glad to help.

Is there a role for a guy like [REDACTED]

Yes, he's our educational technologist. He's a specialist in organizing courses.

Let's not assume that we are giving the course. There's an allusion here to other directorates. Let's see if it needs to be tailored for all directorates. If it is for all, then maybe we have a course; if not, perhaps it's DDO component training.

Alan and Charlie are to call [REDACTED]...perhaps get Shep [REDACTED] ...and spell out in more detail the background of the request, how we are

to understand it, and discuss with them what we are in a position to provide. (this will be a part of the agenda for our next meeting two weeks from now)

Suggest that before meeting they check with [REDACTED] for she has some literature on packages of training in this field.

These people are expecting to get results--you know how they work--and they are appealing to us. If we appear to be bureaucratic and overly procedural, they are going outside, and then we'll be wishing we had been part of it.

We do have the ability to help them organize a program.

Don't forget the guys in the CT shop; they've been down there counselling for years.

The DTR called me and told me that [REDACTED] wants to talk about a special MBO course. We'll meet on Tuesday at 10:00 -- [REDACTED] will tell us what he wants; we'll tell him what we have.

Discussion then turned to setting Agenda for next meetings. The next meeting of the CC will be held on 25 October; the following meeting will be held at the [REDACTED] on 7 and 8 November.

Here's a list of things to be considered:

2. DIR wants us to discuss syllabi, black books, reviews and studies of forms for all courses....

3. Range of self--study...video cassettes, audio cassettes, with or without an instructor...groups, individuals, etc.

25X1A

4. Reaction to [REDACTED] paper

5. Is BOC too long....he <sup>(OTE)</sup> got this reaction from critiques from the June-July course....

also Ops Support and Ops Fam....

25X1A

6. [REDACTED] suggestion on creation of an experience in terrorism...

ACTION

mfc

CC should reply to all suggestions to it, if an employee has taken the time to write a memo, he should receive some sort of an ~~acknowledgment~~ acknowledgment.)

7. Production of TV tapes...

coordinate efforts and stop producing separate films on the same subject for separate parts of the Agency...TV Production requirements.

25X1A

[REDACTED] will brief the group and then crank into it a request for needs in the future.

25X1A

DECISION:

( [REDACTED] paper not to be on any agenda.)

#### Final Agendas:

#### 25 October 1973

1. Discussion of Uniformity of OTR Course reports, critiques, formats of schedules, etc.
2. Range of the Self-study program (The use of video cassettes)
3. Production of TV tapes and requirements

25X1A

#### 7 and 8 November 1973 - [REDACTED]

1. BOC - *length?*
2. Ops Support *Consensus Plan* / Ops Fam
3. Analyst course
4. Format for black books, syllabi (continuation of discussion of 25 October meeting with input by [REDACTED])

25X1A  
25X1A

25X1A

[REDACTED] *Tapes (tentative)*  
We've received a request for the extra day to added to CIA Today and

Tomorrow, 15-17 January, from the DDO. Do we accept the coordination role?